

Title and Total Compensation - People Manager Training



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Background

Overall goal is to develop new foundational structures that will help us continue to attract, retain, engage, and motivate the best people.

Project Goals:

- Consistent and relevant job titles and descriptions
- Market-informed pay and benefit structures
- A framework for long-term career development at UW System

Attract. Retain. Engage.
TITLE AND TOTAL COMPENSATION

Who is Impacted?

In Scope

- Academic Staff
- University Staff
- Limited Term Appointees

Out of Scope

- Faculty
- Student Workers
- Graduate Students
- Specific titles: Chancellor, Assistant/Associate Chancellor, Vice Chancellor, Provost, Vice Provost, Dean, Coaches, Assistant Coaches, and LTE specific titles are all out of scope

What's Actually Changing?

Changing

- Job Framework
- Job Titles
- Working Titles
- Job Descriptions
- Compensation Structure
- Salary Administration
- FLSA Exemption status of some job titles

Not Changing

- Job duties
- Reporting relationships
- Employee Categories
- Benefits
- Pay



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FLSA (Fair Labor Standards Act)

What is FLSA status?

FLSA governs federal minimum wage and overtime pay requirements. Employees whose jobs are governed by the FLSA are either "exempt" or "nonexempt." Nonexempt employees are entitled to overtime pay, while exempt employees are not.

Today

University Staff → Nonexempt

Academic Staff → Exempt

After fall 2021

University Staff → Nonexempt & Exempt

Academic Staff → Exempt & Nonexempt

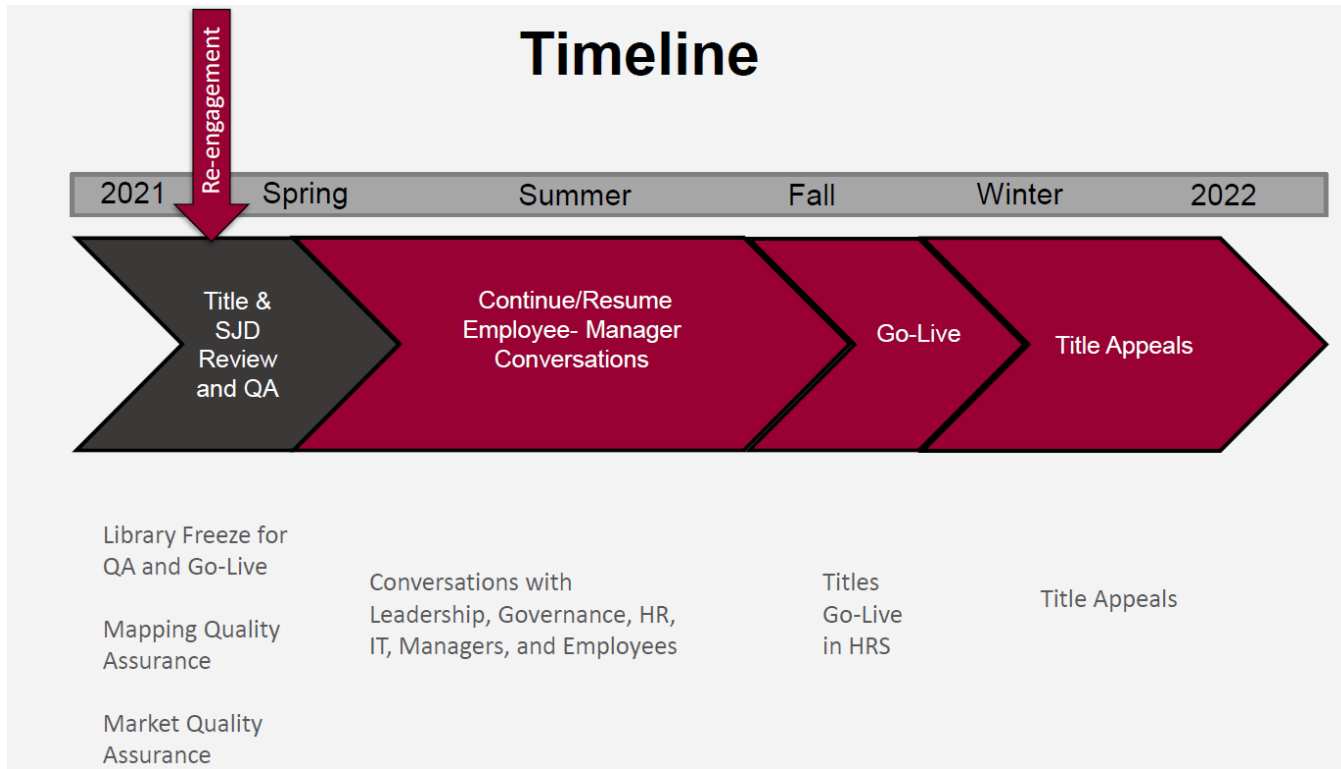
*Will only affect a small number of employees and informational sessions will be offered to those impacted



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Timeline



Already Done:

- Created Job Framework & Title Structure
- Engaged SME's across UW System
- Conducted Market Competitive Assessment
- Completed Benefits Survey

Project officially launched in 2017



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Here's Our Context

Managers confirm titles or suggest changes

Managers incorporate feedback from employees

Employee/manager conversations

Official notification of new titles

HR matches employees to new titles and Standard Job Descriptions



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Employee-Manager Conversations





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Focus of Conversation

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What will be covered in this meeting

- Review and confirmation of job title and job description
- Conversation on whether the job title and job description accurately reflect the work you do
- Manager and Human Resources answers questions about job titles and job descriptions

What will not be covered in this meeting

- Pay or Salary - the compensation structure is still being finalized and more information will be available this fall to address employee questions on updated pay ranges



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Task vs. Responsibility

TASK

- **How** an individual completes the work of a position
- **One or some** positions in a title perform this work
- **Specific to an individual position** based on where the work is performed
- **Change** over time
- **Tools** individuals use to meet accomplishments

RESPONSIBILITY

- **What** a position is responsible or accountable for completing
- **Most or all** positions with this title perform this work
- **Core function** to a position regardless of where the work is performed
- **Consistent** over time
- **Accomplishments** of a position

Examples

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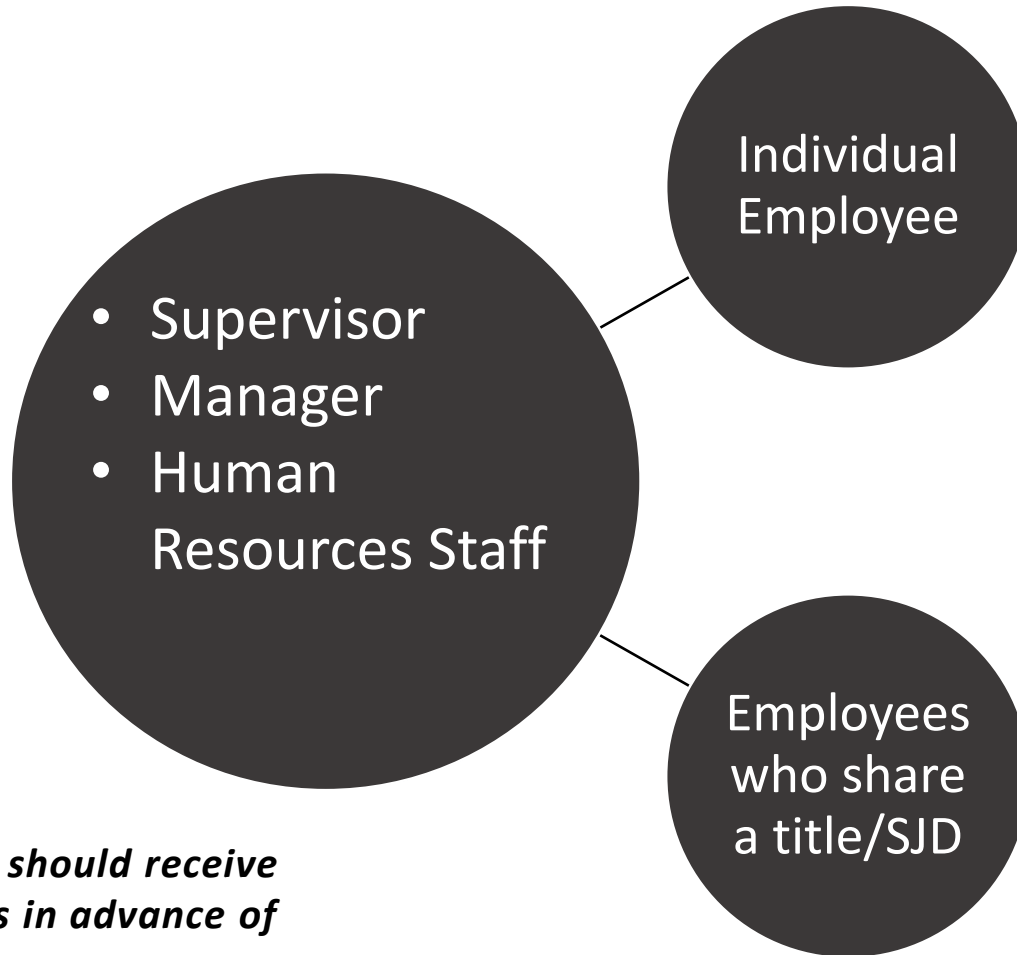
RESPONSIBILITIES	TASKS
<p>Utilizes basic equipment and supplies to clean assigned facility areas and remove waste and recyclables</p> <ul style="list-style-type: none"> ✓ What the position is responsible or accountable for completing ✓ Most or all positions with this title perform this work ✓ Core function to the position regardless of where the work is performed 	<p>Empties office trash receptacles daily Washes entrance doors each morning before 8:00 a.m.</p> <ul style="list-style-type: none"> ✓ How an individual completes the work of the position ✓ One or some positions in the title perform this work ✓ Specific to the individual position based on where the work is performed
<p>Implements the unit personnel resource allocation plan including hiring, training, supervision, scheduling, and resolution of personnel issues</p> <ul style="list-style-type: none"> ✓ Core function to the position regardless of where the work is performed ✓ Accomplishments of the position 	<p>Supervises 3.0 FTE within the work unit Delivers annual performance evaluations to staff using the PMDP</p> <ul style="list-style-type: none"> ✓ Specific to the individual position based on where the work is performed ✓ Tools individuals use to meet accomplishments
<p>Serves as the unit liaison to internal and external stakeholder groups providing organizational information and representing the interests of the unit</p> <ul style="list-style-type: none"> ✓ What the position is responsible or accountable for completing ✓ Consistent over time 	<p>Attends Quarterly Business X Conference, weekly Rotary breakfast, and disseminates organizational updates and activities to these groups</p> <ul style="list-style-type: none"> ✓ How an individual completes the work of a position ✓ Change over time



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Conversation Options



****Reminder: Employees should receive their new title 72 hours in advance of their E-M meeting***



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Things to Keep in Mind

- The job title may not reflect everything you do, but should be the best fit (aim for 80%) for work that is done on a regular and consistent basis
- An employee may perform duties in other job descriptions, but the title assigned should represent the best fit
- It is possible a mismatch occurred and the title needs to get updated
- Consistency in titles across campus and UW System
- New or terminated employees will be reviewed on an ongoing basis
- Use online training materials to assist with planning and conversations

GOAL OF THE CONVERSATION:

Confirm that the new title and position description accurately describe the work you do



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Process

- Mapping workbooks are distributed to leadership- 4/19
- Leadership reviews workbook accuracy and works with HR to make any proposed changes- 4/19/-4/30
- Employee-Manager conversations- 5/1-6/30
- Completed mapping workbooks returned to HR by 7/14



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Mapping Workbooks

- Will be distributed to same leaders who were involved in initial role mapping reviews
 - Access to workbook will only be granted to these leaders
 - Workbooks should be reviewed by April 30
 - Your leader will distribute this information to supervisors in their area(s) as they see fit
- Completed workbooks should be sent back to HR by July 14



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Mapping Workbooks

- Data pulled on 3/29/2021
 - Our office will continue to monitor terminations and new hires
 - A new employee's mapped TTC title can be found in their position description in PageUp
- Includes Interim and acting positions
- Pay ranges for our new titles have not yet been released. We will be sharing those details with campus once that information becomes available to us. An employee's mapped title should be based on the duties they perform.



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Mapping Workbooks

- Leaders should reach out to our office to make any changes to the mapped title **prior** to the employee-manager conversations. These changes should be driven by leadership, not the employee. Employee's will have the ability to formally appeal their title after implementation. More information regarding that process will be shared this fall
- Workbooks will ask to confirm employee-manager conversation was completed
- Workbooks will ask if the employee agreed the title was a good match

J	K	L
PROPOSED CHANGES TO MAPPED TITLE FROM LEADERSHIP	CONFIRMATION OF EMPLOYEE-MANGER CONVERSATION	EMPLOYEE AGREEMENT



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Other TTC Updates



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Appeals Process

- Will occur after official notifications are sent to employees in late fall 2021
- Employees will have deadline to file an appeal
- Will involve multiple levels of review

Purpose of an appeal: Allows an employee who believes their assigned official title is incorrect to request a review of their title.

What can be appealed?

An employee's job title of record

What cannot be appealed?

An employee pay, a job title's assigned pay range, SJD language or title, FLSA status

Business Titles *(formerly working titles)*

A business title should:

- **Clarify** a position's role in the organization
- **Describe** the work performed in a role
- **Align** with industry best practice

A business title should not:

- **Duplicate** a title of record or official title
- **Misrepresent** the university or the authority of a position in any way
- **Use** words that are recognized as typically being associated with **executive titles** – president, chancellor, director – or any modified executive titles – vice president, etc. – without institution Human Resources, Chancellor, departmental, and/or division approvals

A business title must be **approved** by institution Human Resources in consultation with the Chancellor, department/division lead, and employee supervisor. Process to request a Business Title at UWO is being finalized.

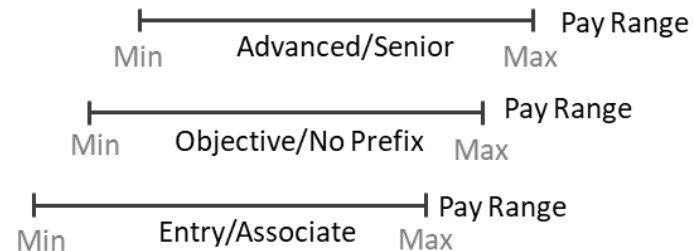
Progression vs Promotion

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Today

- Progression and promotion are interchangeable terms
- You typically perform the **same work**, but your **title changes** and your **pay increases**
- Minimum requirement is often years of service

What progression/promotion might look like today



After Spring 2020

In the future, progression and promotion are defined separately

➡ PROGRESSION

- Based on **knowledge, skills, experience, and performance**
- Your **job title** and **core responsibilities** remain the **same**
- **Pay increases** within the same job
- Reasons for pay increases continue to include factors such as pay plan, market changes, retention and parity



⬆ PROMOTION

- Advancement to a **new job** with a higher pay range
- Your **job title** and **responsibilities change**
- Based on work performed in standard job description
- Starting pay takes market data and parity into consideration





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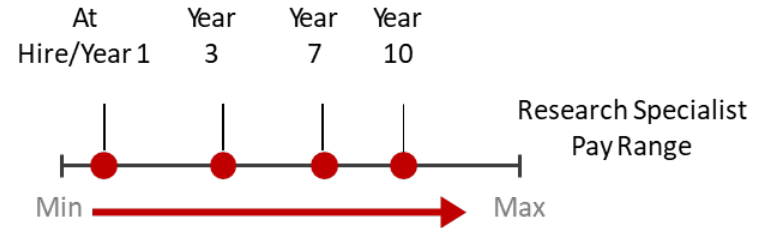
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Progression versus Promotion Examples

PROGRESSION EXAMPLE



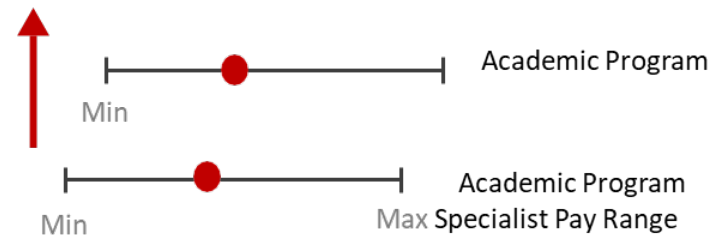
- Randall is a Research Specialist
- After two years on the job, Randall receives a pay increase for high performance
- In the seventh year, Randall receives another performance increase
- In year 10, Randall receives an increase to account for market changes in research specialist jobs
- Randall has the same job title, responsibilities, and is in the same position
- As Randall's knowledge, skills and experience increase, Randall's high performance is recognized through progression in his pay range



PROMOTION EXAMPLE



- Helen is an Academic Program Specialist and has been in the current position for several years, gaining knowledge and experience
- An Academic Program Manager **position opens** in the unit
- Helen applies and **is selected** for the position
- As a result of the **promotion**, Helen takes the lead to manage two academic programs, and her new responsibilities include managing program budget, implementing new standard operating procedures, and representing the programs on and off campus
- Helen's new title is Academic Program Manager and moves into a higher pay range





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Next Steps



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E-M Conversation Summary

- Employee-Manager Conversation period is May 1 – June 30
- All feedback during the Employee-Manager Conversation phase must be back to HR by July 14
- Employees must get their new title **at least 72 hours** in advance of their meeting with their manager
- Employees should review their SJD in the library **prior** to their meeting
- New titles of record take effect fall 2021 and employees will receive official notification prior

Resources



UW System [Project Website](#)



[SJD Library](#)



Virtual Town Hall Meetings (recordings online)



[eLearning Module](#)



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Questions?